

LETTER FROM THE CHAIRMAN

Dear Stakeholders:

I am proud to share with you just a few of Rockdale County's 2015 accomplishments that build on my vision for our future.

My administration worked collaboratively to identify and address major issues impacting the County's current and future economic growth.

In this report, I highlight many County achievements from last year, including earning the Atlanta Regional Commission's Green Communities Bronze designation. Another major accomplishment is the County being designated an AT&T Fiber Ready community, which will especially benefit both large and small businesses.

This year, I look forward to continuing to build on the blueprint for my vision, which encourages Rockdale County stakeholders to share in the productive work that enables our community to flourish. As your Chairman and CEO, I am certain we can pool our collective energies to build a brighter future that focuses on strategic economic development and innovative quality of life initiatives that benefit all stakeholders for a sustainable future.

It is because of our dedicated stakeholders that Rockdale County continues to shape an exciting future for our community. Together, we will make sure Rockdale remains a vibrant, diverse and perfectly-positioned community of choice in which to live, work, play and do business.

Yours in public service,

Richard A. Oden

Chairman and CEO



ECONOMIC DEVELOPMENT

GREEN TOOLS

- Rockdale's application to the Atlanta Regional Commission was successful in earning a bronze level Green Communities Certification. This major achievement for cities and counties in the 10-county Atlanta region identifies specific measures local governments can implement for their communities to become more sustainable.

Some measures Rockdale implemented include adopting environmental-preferable purchasing practices such as buying at least 30% recycled copy paper, non-toxic cleaning supplies and Energy Smart office equipment and appliances, as well as providing incentives for builders' permits in green building, green affordable housing, community solar, Water Sense homes and smart growth.

GOVERNANCE

- Developed the County's new Economic Development and Business Retention Guidelines that will provide uniform oversight and administration of incentives for new business development or expansion of existing industries in Rockdale.
- Rockdale County has not experienced a property tax increase in the past 7 years.

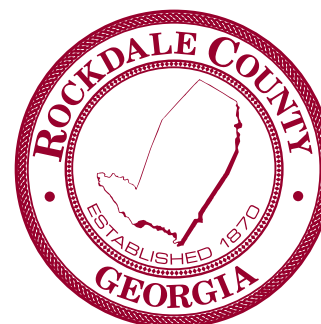
BUSINESS DEVELOPMENT

- Performed about 5,200 site and building inspections, including 95 compliance inspections for new businesses.
- New CSI/Magnet Program combines business license and permitting information, thereby providing one database for information and saving 35-40% of staff data entry time because not as much information is entered twice and one file has all relevant information for each parcel. Also, Code Enforcement benefits as time spent verifying permitted activity is reduced by about 10-15%.
- AT&T has designated Rockdale County a Fiber Ready community to share where fiber is in local designated areas to deliver high-speed internet access to potential tenants who order it, thereby supporting the County's business recruitment efforts.



AWARDS & ACHIEVEMENTS

- Strategically redesigned County benefits program linking wellness initiatives to benefits by offering reduced health premiums for employees who actively participate in wellness activities. Helped improve employees' overall health and significantly reduced insurance premium increases from 22-27% in 2014 to around 10% in 2015, resulting in annual County savings of more than \$1 million.
- Two Community Enforcement Officers earned Code Enforcement Level II Certification.
- In fiscal years 2014 and 2015, efficiently managed the spending of more than \$5.5 million in various grants for programs to several funding agencies to ensure spending practices were consistent with grant regulations.
- Rockdale Water Resources received Platinum awards from the Georgia Association of Water Professionals for maintaining 100% environmental-compliant operations of Big Haynes Drinking Water Treatment and the Almand Branch Wastewater Plants eight and six consecutive years, respectively.
- After 5 years, 99% of the 54 Neighborhood Stabilization Program recipients have successfully maintained homeownership in Rockdale for a minimum of 3 years.
- Rivers Alive of Georgia honored Keep Conyers-Rockdale Beautiful with its statewide Government Partner Award.
- Received seventh Certificate of Achievement for Excellence in Financial Reporting Award from the Government Finance Officers Association.
- County Forester earned certification as an Arborist.
- Received the international Hermes Creative Award for the Rockdale 23 "Try the Trail" video.
- Maintained Aa2, Aa2 and Aa3 ratings from the national rating agency Moody's for County's general obligation bonds, revenue bonds and certificates of participation, respectively. The ratings denote a very high credit quality, sound financial management, healthy reserves and conservative budget practices that demonstrate the County's ability to manage money wisely.
- Launched redesigned Intranet website to boost internal inter-office communications and camaraderie among employees while providing a vehicle for in-house training and development.
- The Society for Human Resource Management (SHRM) Atlanta awarded HR its 2015 Pegasus Award for Excellence in Human Resources, which celebrates high-quality planning and execution and promotes positive change in Atlanta-based companies and organizations.

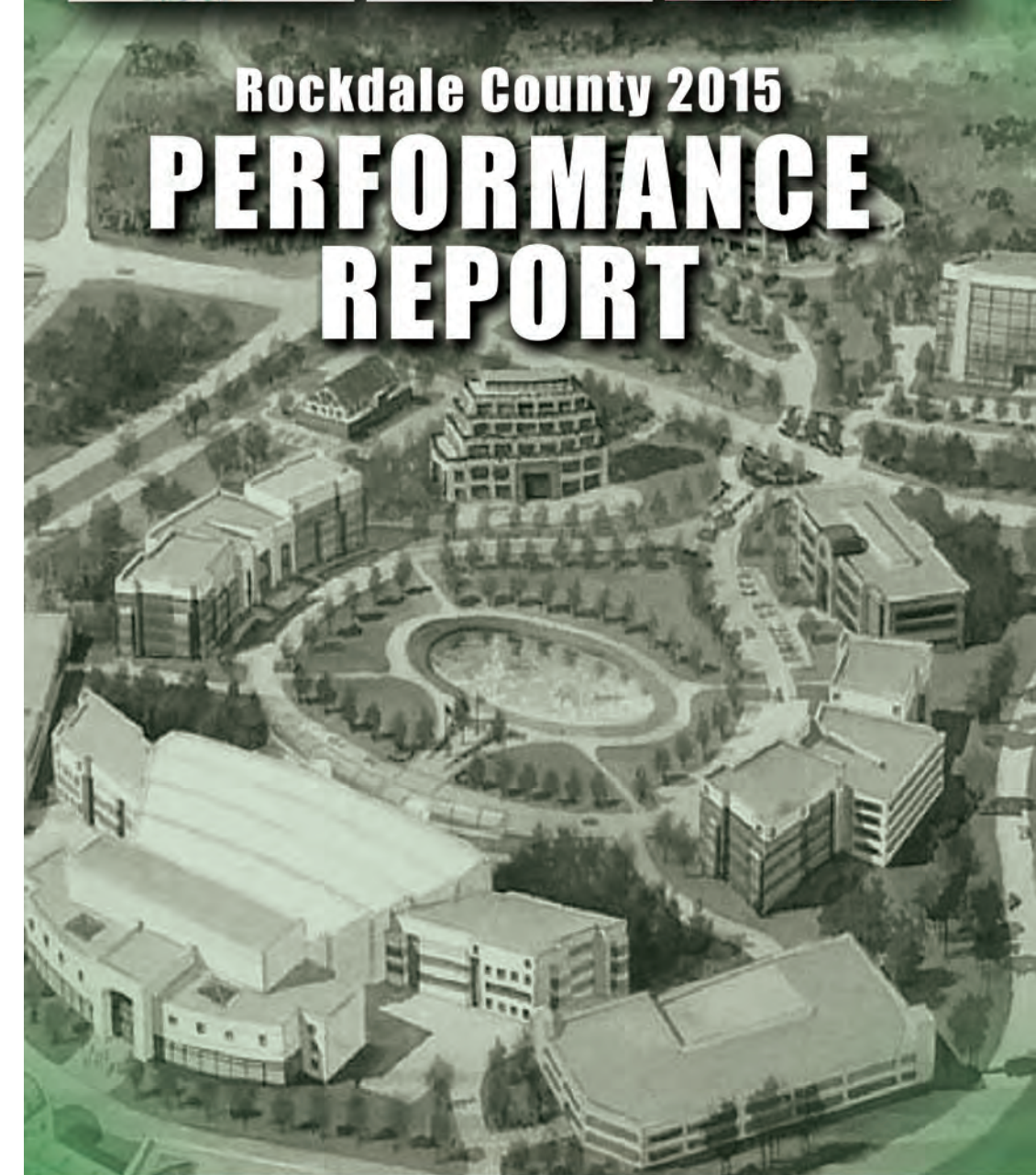


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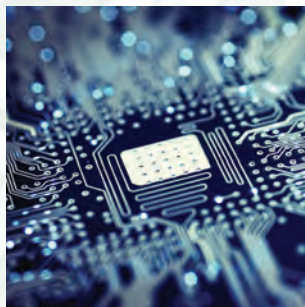
Rockdale County 2015 PERFORMANCE REPORT



INFRASTRUCTURE

ENHANCED TECHNOLOGY

- Launched new software that allows Parks & Recreation visitors to make online reservations and payments for all County facilities and recreation programs, thereby saving time, staff oversight and paper production. Members also can now have an ID card to scan at the desk for quick and easy check in to program activities and the community center.
- Successfully negotiated new Internet services that provide redundant connectivity and significantly faster bandwidth for County web-based applications and services.
- Implemented new email archiving solution that reduces email storage requirements and enhances the County's ability to respond quickly and accurately to Open Records Act requests.
- Acquired modern recruitment, on boarding and performance management software resulting in greater legal compliance and more accurate performance measurements, robust job candidate pool and accurate assessment of candidates' knowledge, skills and abilities.



OPERATIONS & PROCESS IMPROVEMENT

- Board of Commissioners' agenda development process strengthened by improved organizational communication and process standardization including better enforcement of submission deadlines, developing a contract tracking matrix and review routing sheet and requiring written verification of legal review.
- Significant improvements made at several fire stations with signage, emergency exit lighting and bay doors equipped with safety sensors. For instance, at Station 7 the size of the pump testing pit was increased to better accommodate larger pumps on fire engines being purchased. Fire-Rescue tests all fire engines using 'in-house' testing to reduce annual testing compliance costs.
- Also, the Training Annex's leaky roof was replaced, which will reduce maintenance costs and increase the building's life span, while the interior was remodeled to create more training space for larger classes and make training more efficient.
- Began implementation of the CEO's internal Rockdale Government Operating Efficiency System (R-GOES) designed to eliminate silos, build trust and decrease communication gaps and breakdowns, which is already increasing productivity, effectiveness and efficiency in operations.



TRANSPORTATION

- Completed construction of Sigman/Gees Mill Road Intersection Project, which included installing a new traffic signal and adding turn lanes on all approaches to the intersection.
- Resurfaced 98 roads totaling nearly 34 miles through the SPLOST Pavement Resurfacing Program and completed maintenance on 138 roads through the Pavement Maintenance Program countywide.
- Completed Bridge Maintenance Project to all County-maintained bridges including structural upgrades to the Honey Creek Road Bridge over Snapping Shoals Creek to accommodate school buses.
- Completed construction of Sigman/North Salem/Old Covington Road Intersection Project, which included re-aligning the intersection and installing additional turn lanes on all approaches to the intersection.



UTILITIES

- Rockdale Water Resources' radio-read smart water meter installation initiative in billing district #4 completed with more than 4,000 meters replaced.
- Rockdale Water Resources completed refurbishment of water plant filter # 2 as part of a \$750,000, 3-year water plant filter media replacement project.
- Stormwater contracted for 3 large construction projects – Milstead II, Lambeth Way and Abbott Road – that are the first projects contracted for more than \$100,000 since 2009. Also, completed the first Stormwater Master Plan update since the Utility's inception and closed about 300 service requests with a reduced staff.
- Rockdale Water Resources invested more than \$2 million into infrastructure renewal projects such as water and sewer line replacements and sewer lift station pump and motor upgrades resulting in improved system reliability and the ability to sustain award-winning water quality and services.



QUALITY OF LIFE

RECREATION

- Milstead Park officially opened in May with amenities including a splash pad, paved walking trail, exercise equipment, swings, and pavilion with picnic tables and grills attracting 9,000+ visitors in 2015.
- The Retreat House at Black Shoals Park officially opened in March with nearly 90 events held there including weddings, rehearsal dinners, celebrations, senior programs, recreation classes, meetings, trainings and other community events.
- Major park projects completed in 2015 include new pavilion roofs at Pine Log and South Rockdale Community Parks, new restrooms at Pine Log, new equipment at Shady Grove Park, 2 new pavilions at Johnson Park and bike racks at many County facilities.



ENVIRONMENTAL STEWARDSHIP

- Rockdale's application to the Atlanta Regional Commission was successful in earning a bronze level Green Communities Certification. This major achievement for winning cities and counties in the 10-county Atlanta region identifies specific measures local governments can implement for their communities to become more sustainable.



Some measures Rockdale implemented include retrofitting County buildings with LED lights, synchronizing traffic signals and installing LED lights in them, installing new bike racks in County parks, parking lots and along the trails, building on brownfields and greyfields and using rainwater to irrigate the Earl O'Neal soccer fields.

LIVABILITY

- In a span of 50 weeks an average of 3 deer per week were removed from County rights of way making travel on the roadways safer for the public.
- Removed more than 1,900 illegal signs from County rights of way. Also, Code Enforcement/Community Compliance supervised 10,960 hours of community service work covering just more than 223 miles of cleaned rights of way.
- Supporters donated nearly \$20,000 worth of animal food, cat litter, paper towels, cleaning supplies, bedding, vaccines and dewormer to Animal Care and Control, which allowed it to end 2015 under budget.
- Rockdale Water Resources developed sustainability plan for the Wellbrook subdivision enabling residents to have affordable and individually-metered water service.
- Experienced increases in program income in Recreation and Senior Services last year with nearly 6% in Recreation and 31% for Senior Services, which also won 7 of the 9 grants they sought.
- Launched the Community Animal Response Team and Fire-Rescue received a donated new \$22,000 trailer from the Conyers Kennel Club of Georgia, Inc. The Pet Disaster Relief Trailer was only the second trailer American Kennel Club Reunite gave to a government agency in Georgia to provide critical animal care during a federally-declared disaster.

